

## **WELCOME TO THE ETHICS COMMISSION MEETING**

*Please sign in at the testimony table.*

*As a courtesy, please silence your cell phone.*



Date: July 19, 2017  
Time: 11:30 a.m.  
Place: Kapālama Hale  
925 Dillingham Boulevard  
1<sup>st</sup> Floor Conference Room

1

## **ORDER OF BUSINESS**

### **I. Call to Order, Public Notice, Quorum**



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2

## II. NEW BUSINESS

### II.A. Chair's Report

#### 1. Announcements, Introductions, Correspondence, and Additional Distribution



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3

### II.A. CHAIR'S REPORT

#### 2. For Action: Approval of Open Session Minutes of June 21, 2017

#### 3. For Action: Approval of Executive Session Minutes of June 21, 2017

*[exec/session if needed, HRS §92-5(a)(4)]*



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4

## II.B. EXECUTIVE DIRECTOR AND LEGAL COUNSEL'S (EDLC) REPORT

### 1. Staff Work Reports Summary

- Fiscal year-end archiving and file management
- All Staff assisting



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5

### II.B.1. STAFF WORK REPORTS – HIGHLIGHTS LEGAL CLERK III

- Administering city purchasing credit card (pCard)
- Processing intake for cases, requests for advice, litigation, correspondence, meeting materials, other administrative tasks
- Coordinating ethics training, conference room use, motorpool car use
- Transcribed US Office of Gov't Ethics training video
- Attending online training



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6

## II.B.1. STAFF WORK REPORTS – HIGHLIGHTS LEGAL CLERK I

- Assisting with managing and developing ethics training, working w/ Dept. of Information and Technology (DIT)
- Archiving files, cases, filings
- Updating, redesigning, refreshing website content; coordinating with Po`okela Fellow
- Assisting with investigations, case management
- Completed online training, Reid interview training



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7

## II.B.1. STAFF WORK REPORTS – HIGHLIGHTS

### Po`okela Fellow

- Uploading and re-designing website (currently working on Financial Disclosures)
- Assisting Associate Legal Counsel and Legal Clerk I with strategic planning research

### Law School Interns

- Project – Advisory Opin. Compendium Database



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8



### II.B.1. STAFF WORK REPORTS – HIGHLIGHTS INVESTIGATOR

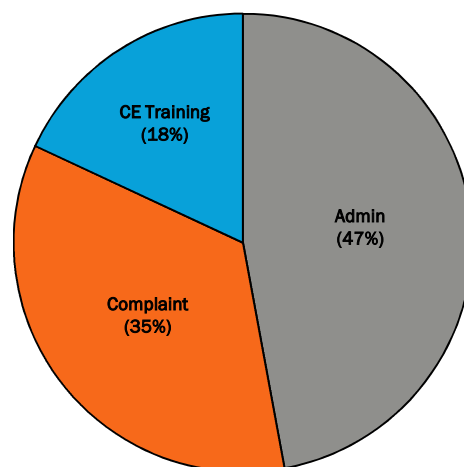
- Completed Reid interview training
- Managing case load (interviews, investigation, research/analysis, reporting)
- Developing triage/intake, case management process, process flowcharts, procedures
- Researching case management databases



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9

### II.B.1. STAFF WORK REPORTS SUMMARY INVESTIGATOR



10

## II.B.1. STAFF WORK REPORTS – HIGHLIGHTS ASSOCIATE LEGAL COUNSEL (ALC)

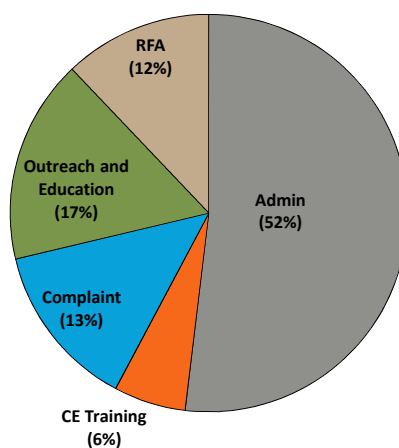
- Conducting in-person ethics training (FY17 total – 743)
- Managing DIT ethics training application development
- Managing cases, requests for advice
- Developing Standard Operating Procedures, forms, templates, case management database and processes
- Attending, preparing for Strategic Planning sessions
- Preparing projects and guidance/resources for interns
- Handling ongoing admin responsibilities; preparing case status reports; attending online training



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11

## II.B.1. STAFF WORK REPORTS SUMMARY ASSOCIATE LEGAL COUNSEL



\*Administration breakdown available upon request

12

## II.B. EDLC REPORT (cont'd)

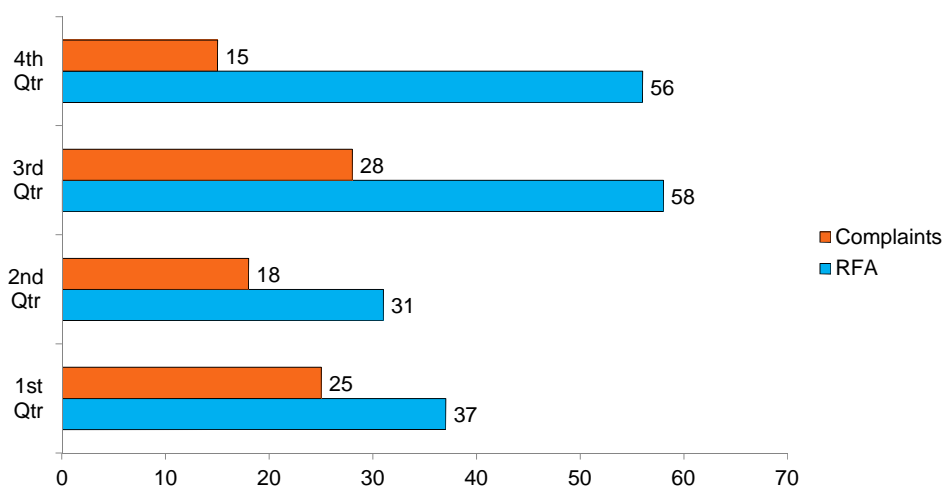
### 2. Statistics



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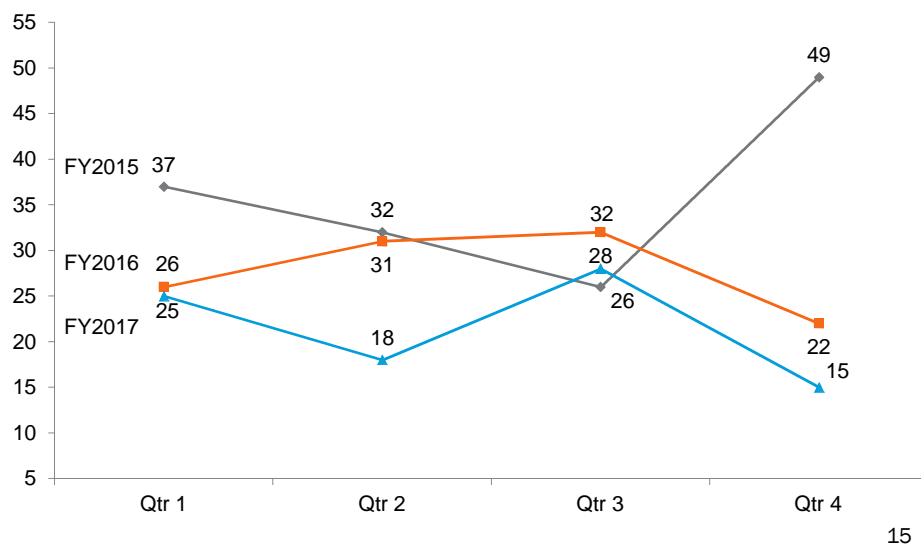
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### II.B.2. STATISTICS COMPLAINTS AND REQUESTS FOR ADVICE, FY2017 (by quarter)

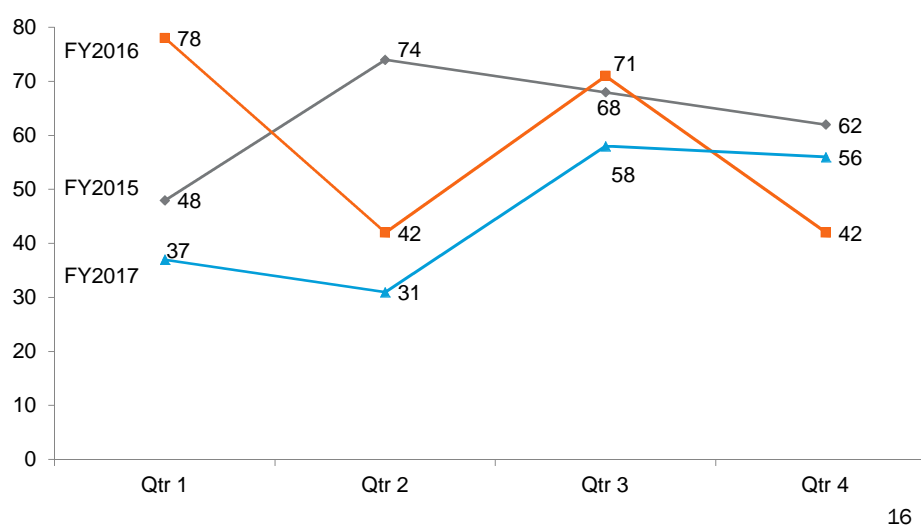


14

## II.B.2. STATISTICS COMPLAINTS, FY2015 - FY2017



## II.B.2. STATISTICS REQUESTS FOR ADVICE, FY2015 - FY2017



## II.B. EDLC REPORT (cont'd)

### 3. Budget

- a. Fiscal Year (FY) 2018 Operating Budget
- b. FY2019 Operating Budget Request



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17

## II.B.4. EDUCATION AND OUTREACH

### a. Ethics Training Program

- Launch Ethics Training
  - ✓ August 15, 2017
  - ✓ Utilize Dept. Info. Tech. (DIT) application
  - ✓ White collar employees – desk top
  - ✓ Blue collar employees – video, Scantron test
- Mindflash Ethics Training (FY17 – 91/109)



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18

## II.B.5. CHARTER AMENDMENT QUES. NO. 2

### Bill 057 (2017)

- *Relating to Ethics Commission Staff*
- July 12, 2017 – Pass 2<sup>nd</sup> Reading, as is



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19

## II.B.7.a. LEGISLATION – STATE ETHICS BILLS

- Act 50 (Sess. Laws of Haw. (SLH) 2017) – *Relating to Ethics* (fine increases, settlement agreement)
- Act 51 (SLH 2017) – *Relating to Lobbyists* (lobbying, enforcement)
- Act 52 (SLH 2017) – *Relating to Ethics* (financial disclosure, administrative fines)



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20

## II.B.7. LEGISLATION

### b. Sunshine Law – Act 65 (SLH 2017)

Requires board packets to be open for inspection when meeting materials provided to board (eff. July 1, 2018)

### c. Information Practices – Act 165 (SLH 2017)

Office of Information Practices (OIP) may adopt admin rules for protection of records, other



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21

## II.B.7.d. LEGISLATION – CITY COUNCIL

### i. Bill 050, CD1 (2017) – *Relating to City Boards and Commissions* (conduct periodic review of boards/commissions)

- CD1 deleted Ethics Commission
- July 12, 2017 – City Council, pass 2<sup>nd</sup> reading as CD1



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22

## II.B.8. EDUCATION OPPORTUNITIES

- a. Society of Corporate Compliance & Ethics (SCCE) 16<sup>th</sup> Annual Compliance & Ethics Institute, Oct. 15-18, 2017 (Las Vegas)
- b. Council on Government Ethics Laws (COGEL), Annual Conference, Dec. 3-6, 2017 (Toronto)

[End – EDLC Report]



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23

## II.C. RULE-MAKING AND ADMINISTRATIVE DIRECTIVES MANUAL

### Request for Legal Serv's (RLS) – Corp. Counsel

- Admin Rule-Making – Ch. 91, Haw. Rev'd. Statutes (HRS)
- Mayor's Directives, Memoranda, and Department Policies and Circulars
  - ✓ Item V. Administrative Directives Manual Policy Guidance

*[Exec/session if needed HRS § 92-5(a)(4)]*



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24



### III. EXECUTIVE SESSION

#### A. For Discussion and Action:

Request for Review of Legal Counsel's  
Preliminary Determination Regarding Alleged City  
Officer Misuse of City Resources to Provide  
Lunch for Individuals in Violation of RCH Sec. 11-  
104 (EC Rules of Procedure Sec. 5.5(2))

*[Confer w/ attys, HRS § 92-5(a)(4)]*



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25

### III. EXECUTIVE SESSION

#### B. For Discussion: Kealoha v. Totto

*[Confer w/ attys, HRS § 92-5(a)(4)]*



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26

### III. EXECUTIVE SESSION

#### C. For Discussion and Action:

Procedural Issues Concerning the Honolulu Police Commission's Request for Advisory Opinion Regarding a Police Commissioner's Participation in Matters Relating to a Former Chief of Police

*[Confer w/ attys, HRS § 92-5(a)(4)]*



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27

### IV. STRATEGIC PLANNING

#### For Discussion:

- *Ethics Commission – 2027* (Exposure Draft dated June 21, 2017)



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28

## V. ADJOURNMENT

Honolulu Ethics Commission  
Kapālama Hale  
925 Dillingham Boulevard, Suite 190  
Honolulu, Hawai`i 96817  
Ph: (808) 768-7787

Website: [www.honolulu.gov/ethics](http://www.honolulu.gov/ethics) Email: [ethics@honolulu.gov](mailto:ethics@honolulu.gov)

~MAHALO~



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29

**Agenda Item II.B.5.,  
Page 2  
[Bill 057 (17)]**



**CITY COUNCIL**  
CITY AND COUNTY OF HONOLULU  
HONOLULU, HAWAII

ORDINANCE \_\_\_\_\_  
BILL 57 (2017)

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**A BILL FOR AN ORDINANCE**

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RELATING TO ETHICS COMMISSION STAFF.

BE IT ORDAINED by the People of the City and County of Honolulu:

SECTION 1. Purpose. The purpose of this ordinance is to repeal language duplicative of the Revised Charter of the City and County of Honolulu, Section 11-107, as amended by Charter Amendment #2 adopted at the general election held on November 8, 2016, in the City and County of Honolulu.

SECTION 2. Section 3-6.4, Revised Ordinances of Honolulu 1990 ("Commission staff"), is repealed.

**~~["Sec. 3-6.4 Commission staff.~~**

- ~~(a) There shall be an executive director of the ethics commission who shall be an attorney licensed to practice law in the State of Hawaii. The executive director shall be referred to as the legal counsel to the commission. The salary of the legal counsel shall be set by the ethics commission, within the EM-7 range applicable to city and county civil service employees, payable semi-monthly out of the city treasury; provided, that the salary may fall below the EM-7 range if the position of legal counsel is less than a full-time position.~~
- ~~(b) The commission may appoint such additional staff and engage consultants as is necessary to assist it in the performance of its duties.~~
- ~~(c) The position of legal counsel and any other staff shall be exempt from the provisions of Chapter 11 of Article VI of the Revised Charter of Honolulu, as amended, but all positions except that of the legal counsel shall be included in the position classification plan."~~

SECTION 3. Material to be repealed is bracketed and stricken.



**CITY COUNCIL**  
CITY AND COUNTY OF HONOLULU  
HONOLULU, HAWAII

ORDINANCE \_\_\_\_\_  
BILL 57 (2017)

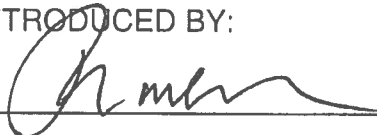
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**A BILL FOR AN ORDINANCE**

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SECTION 4. This ordinance shall take effect upon its approval.

INTRODUCED BY:

 (br)

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\_\_\_\_\_

DATE OF INTRODUCTION:

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Honolulu, Hawaii

\_\_\_\_\_  
Councilmembers

APPROVED AS TO FORM AND LEGALITY:

\_\_\_\_\_  
Deputy Corporation Counsel

APPROVED this \_\_\_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_\_.

\_\_\_\_\_  
KIRK CALDWELL, Mayor  
City and County of Honolulu

**REPORT OF THE COMMITTEE ON  
EXECUTIVE MATTERS AND LEGAL AFFAIRS**

**Voting Members**

Ron Menor, Chair; Carol Fukunaga, Vice-Chair,  
Ikaika Anderson, Brandon J.C. Elefante, Ann H. Kobayashi, Joey Manahan,  
Ernest Y. Martin, Trevor Ozawa, Kymberly Marcos Pine

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**ADVANCE COPY**

Committee Meeting Held  
June 27, 2017

Honorable Ron Menor  
Chair, City Council  
City and County of Honolulu

Mr. Chair:

Your Committee on Executive Matters and Legal Affairs, which considered Bill 57 (2017), entitled:

"A BILL FOR AN ORDINANCE RELATING TO ETHICS COMMISSION STAFF,"

introduced on May 23, 2017, and which passed First Reading at the June 7, 2017 Council meeting, reports as follows:

The purpose of Bill 57 (2017) is to repeal language that is duplicative of Section 11-107 of the Revised Charter of the City and County of Honolulu, which was amended by Charter Amendment No. 2 adopted at the general election held on November 8, 2016, in the City and County of Honolulu.

The Vice Chair of the Honolulu Ethics Commission testified in support of the Bill and requested the Council's support.

Your Committee received testimony in support of the Bill from the Chair of the Honolulu Ethics Commission.

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**CITY COUNCIL**  
CITY AND COUNTY OF HONOLULU  
HONOLULU, HAWAII

ADOPTED ON \_\_\_\_\_

COMMITTEE REPORT NO. 256

# REPORT OF THE COMMITTEE ON EXECUTIVE MATTERS AND LEGAL AFFAIRS

## Voting Members

Ron Menor, Chair; Carol Fukunaga, Vice-Chair,  
Ikaika Anderson, Brandon J.C. Elefante, Ann H. Kobayashi, Joey Manahan,  
Ernest Y. Martin, Trevor Ozawa, Kymberly Marcos Pine

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**ADVANCE COPY**

Committee Meeting Held  
June 27, 2017  
Page 2

Your Committee on Executive Matters and Legal Affairs is in accord with the intent and purpose of Bill 57 (2017), recommends that it pass Second Reading, be scheduled for a public hearing, and thereafter be referred back to Committee. (Ayes: Menor, Anderson, Elefante, Fukunaga, Kobayashi, Manahan, Martin, Pine – 8; Noes: None; Excused: Ozawa – 1).

Respectfully submitted,



\_\_\_\_\_  
Committee Chair

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## CITY COUNCIL

CITY AND COUNTY OF HONOLULU  
HONOLULU, HAWAII

ADOPTED ON \_\_\_\_\_

COMMITTEE REPORT NO. 256



**Agenda Item II.B.7.d.i.,  
Page 2  
[Bill 050, CD1(17)]**



**CITY COUNCIL**  
CITY AND COUNTY OF HONOLULU  
HONOLULU, HAWAII

ORDINANCE \_\_\_\_\_

BILL 50 (2017), CD1

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**A BILL FOR AN ORDINANCE**

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RELATING TO CITY BOARDS AND COMMISSIONS.

BE IT ORDAINED by the People of the City and County of Honolulu:

SECTION 1. Purpose. The purpose of this ordinance is to establish a process for the periodic review of certain City boards and commissions to determine whether the charter provisions or ordinances establishing the board or commission should be retained, amended, or repealed.

SECTION 2. Chapter 3, Revised Ordinances of Honolulu 1990 ("Additional Boards, Commissions and Committees"), is amended by adding a new article to be appropriately designated by the Revisor of Ordinances and to read as follows:

**"Article \_\_\_\_\_. Periodic Review of Boards and Commissions**

**Sec. 3-\_\_\_\_.1 Application.**

- (a) This article applies to all city boards and commissions established by charter or by ordinance, except those specified in subsection (b).
- (b) This article does not apply to:
  - (1) The board of water supply;
  - (2) The board of directors of the Honolulu Authority for Rapid Transportation;
  - (3) Boards or commissions mandated or established pursuant to federal or state law; and
  - (4) Periodic commissions, including reapportionment commissions and charter commissions.

**Sec. 3-\_\_\_\_.2 Periodic review required.**

The Council shall review each board or commission in accordance with the schedule established by Section 3-\_\_\_\_.3 to determine whether the charter provisions or ordinances establishing the board or commission should be retained, amended, or repealed.



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**A BILL FOR AN ORDINANCE**

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**Sec. 3-\_\_3 Schedule of review.**

The Council shall review each board or commission in accordance with the following schedule:

- (a) 2018, and every five years thereafter:
  - (1) Board of Parks and Recreation;
  - (2) Building Board of Appeals;
  - (3) Neighborhood Commission; and
  - (4) Citizens Advisory Commission on Civil Defense.
- (b) 2019, and every five years thereafter:
  - (1) Child Care Advisory Board;
  - (2) Oahu Committee on Children and Youth;
  - (3) Commission on Culture and the Arts; and
  - (4) Ethics Board of Appeals.
- (c) 2020, and every five years thereafter:
  - (1) Fire Commission;
  - (2) Grants In Aid Advisory Commission; and
  - (3) Oahu Historic Preservation Commission.
- (d) 2021, and every five years thereafter:
  - (1) Planning Commission;
  - (2) Real Property Tax Boards of Review I, II, and III; and
  - (3) Salary Commission.



**CITY COUNCIL**  
CITY AND COUNTY OF HONOLULU  
HONOLULU, HAWAII

ORDINANCE \_\_\_\_\_

BILL 50 (2017), CD1

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**A BILL FOR AN ORDINANCE**

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- (e) 2022, and every five years thereafter:
  - (1) Clean Water and Natural Lands Advisory Commission;
  - (2) Rate Commission; and
  - (3) Zoning Board of Appeals.
- (f) Boards or commissions established after the effective date of this article shall be reviewed in accordance with Section 3-\_\_\_.6.

**Sec. 3-\_\_\_.4 Reports by board or commission.**

- (a) No later than January 31 of each calendar year, each board or commission scheduled for review during that year shall submit to the council a report containing the following information:
  - (1) A statement of the purpose for which the board or commission was created;
  - (2) A summary of the accomplishments of the board or commission during the preceding five-year period;
  - (3) Factors that aided or inhibited the achievement of the accomplishments, including, but not limited to, the composition and purpose of the board or commission and staff support;
  - (4) A statement of the measures implemented by the board or commission to enhance transparency in its operations;
  - (5) A statement of the measures implemented by the board or commission to ensure responsiveness to inquiries and comments from the mayor, the council, and the public;
  - (6) The annual costs of operation of the board or commission for each year of the preceding five-year period;
  - (7) A statement of whether the charter or ordinance provisions establishing the board or commission should be retained without change, amended, or repealed; and



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**A BILL FOR AN ORDINANCE**

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- (8) If applicable, suggested modifications and revisions to membership number and qualifications; organization; purpose; or powers, duties, and functions to better enable the board or commission to serve its purpose, including justification and suggested amendatory language.
- (b) The agency to which the board or commission is administratively attached, if any, or the council, in the case of the salary commission, shall assist the board or commission in the preparation of the report required by this section.

**Sec. 3-\_\_\_.5 Action by the council.**

- (a) Upon receipt by the council of a report required by Section 3-\_\_\_.4, the presiding officer of the council shall refer the report to an appropriate standing committee of the council, which shall consider the report, evaluate the board or commission, and make recommendations to the council by committee report. If the committee recommends amendments to or repeal of the charter provisions or ordinances establishing the board or commission, the committee shall submit as part of its recommendations a proposed resolution or bill to implement its recommendations. The committee shall submit its recommendations no later than May 31 of that year.
- (b) The council shall consider the report and any recommendations of the standing committee and, no later than August 31 of that year, shall determine whether to retain the board or commission in its current form, propose amendments to the charter or ordinance provisions establishing the board or commission, or propose abolition of the board or commission. The council shall make its determination by adoption of the committee report, and shall hold a public hearing on the matter.
- (c) If the council's determination pursuant to subsection (b) is to propose amendments to or repeal of the board or commission's establishing provisions, the presiding officer of the council shall introduce the appropriate resolution or bill for consideration by the council; provided, that if the council's determination requires a charter amendment that would be presented to the electorate at the same general election in which a charter commission will present proposals to the electorate, the resolution shall submit the proposal to the charter commission rather than initiate the amendment or repeal.



**CITY COUNCIL**  
CITY AND COUNTY OF HONOLULU  
HONOLULU, HAWAII

ORDINANCE \_\_\_\_\_

BILL 50 (2017), CD1

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**A BILL FOR AN ORDINANCE**

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**Sec. 3-\_\_\_.6 Establishment of additional boards or commissions.**

Unless otherwise provided by its establishing provisions or by amendment to this article, any board or commission established by charter or by ordinance after the effective date of this article shall be subject to this article and shall be reviewed hereunder commencing in the calendar year five years after the calendar year of its establishment, and every five years thereafter."



**CITY COUNCIL**  
CITY AND COUNTY OF HONOLULU  
HONOLULU, HAWAII

ORDINANCE \_\_\_\_\_

BILL 50 (2017), CD1

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**A BILL FOR AN ORDINANCE**

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SECTION 3. This ordinance takes effect upon its approval.

INTRODUCED BY:

Ron Menor

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\_\_\_\_\_  
\_\_\_\_\_

DATE OF INTRODUCTION:

May 10, 2017

Honolulu, Hawaii

\_\_\_\_\_  
Councilmembers

APPROVED AS TO FORM AND LEGALITY:

\_\_\_\_\_  
Deputy Corporation Counsel

APPROVED this \_\_\_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_\_.

\_\_\_\_\_  
KIRK CALDWELL, Mayor  
City and County of Honolulu

OCS2017-0668/6/23/2017 3:06 PM 6

# REPORT OF THE COMMITTEE ON EXECUTIVE MATTERS AND LEGAL AFFAIRS

## Voting Members

Ron Menor, Chair; Carol Fukunaga, Vice-Chair,  
Ikaika Anderson, Brandon J.C. Elefante, Ann H. Kobayashi, Joey Manahan,  
Ernest Y. Martin, Trevor Ozawa, Kymberly Marcos Pine

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# ADVANCE COPY

Committee Meeting Held  
June 27, 2017

Honorable Ron Menor  
Chair, City Council  
City and County of Honolulu

Mr. Chair:

Your Committee on Executive Matters and Legal Affairs, which considered Bill 50 (2017), entitled:

"A BILL FOR AN ORDINANCE RELATING TO CITY BOARDS AND COMMISSIONS,"

introduced on May 10, 2017, and which passed First Reading at the June 7, 2017 Council meeting, reports as follows:

The purpose of Bill 50 (2017) is to establish a process for the periodic review of certain boards and commissions to determine whether the charter provisions or ordinances establishing the board or commission should be retained, amended, or repealed.

Your Committee received comments from the Chair of the Honolulu Ethics Commission and two individuals.

The Vice Chair of the Honolulu Ethics Commission testified in support of the hand-carried CD1 version of the Bill.

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**CITY COUNCIL**  
CITY AND COUNTY OF HONOLULU  
HONOLULU, HAWAII

ADOPTED ON \_\_\_\_\_

COMMITTEE REPORT NO. 255



# REPORT OF THE COMMITTEE ON EXECUTIVE MATTERS AND LEGAL AFFAIRS

## Voting Members

Ron Menor, Chair; Carol Fukunaga, Vice-Chair,  
Ikaika Anderson, Brandon J.C. Elefante, Ann H. Kobayashi, Joey Manahan,  
Ernest Y. Martin, Trevor Ozawa, Kymberly Marcos Pine

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## ADVANCE COPY


Committee Meeting Held  
June 27, 2017  
Page 2

Your Committee amended the Bill to a hand-carried CD1 version which makes the following amendments:

- A. Deletes the Ethics Commission, Police Commission, and Civil Service Commission from the Bill, as these commissions are mandated by State law.
- B. Adds the Oahu Committee on Children and Youth to the Bill.
- C. Revises the review schedule in proposed ROH Section 3-\_\_\_\_.3 to adjust for the deletions and addition to the boards and commissions subject to review.
- D. Makes miscellaneous technical and nonsubstantive amendments.

Your Committee on Executive Matters and Legal Affairs is in accord with the intent and purpose of Bill 50 (2017) as amended herein, and recommends that it pass Second Reading, be scheduled for a public hearing, and thereafter be referred back to Committee in the form attached hereto as Bill 50 (2017), CD1. (Ayes: Menor, Anderson, Elefante, Fukunaga, Kobayashi, Manahan, Martin, Pine – 8; Noes: None; Excused: Ozawa – 1).

Respectfully submitted,



\_\_\_\_\_  
Committee Chair

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**CITY COUNCIL**  
CITY AND COUNTY OF HONOLULU  
HONOLULU, HAWAII

ADOPTED ON \_\_\_\_\_

COMMITTEE REPORT NO. 255

# ADVANCE COPY



**CITY COUNCIL**  
CITY AND COUNTY OF HONOLULU  
HONOLULU, HAWAII

ORDINANCE \_\_\_\_\_

BILL 50 (2017), CD1

## A BILL FOR AN ORDINANCE

RELATING TO CITY BOARDS AND COMMISSIONS.

BE IT ORDAINED by the People of the City and County of Honolulu:

SECTION 1. Purpose. The purpose of this ordinance is to establish a process for the periodic review of certain City boards and commissions to determine whether the charter provisions or ordinances establishing the board or commission should be retained, amended, or repealed.

SECTION 2. Chapter 3, Revised Ordinances of Honolulu 1990 ("Additional Boards, Commissions and Committees"), is amended by adding a new article to be appropriately designated by the Revisor of Ordinances and to read as follows:

### "Article \_\_\_\_ Periodic Review of Boards and Commissions

#### Sec. 3-\_\_\_.1 Application.

- (a) This article applies to all city boards and commissions established by charter or by ordinance, except those specified in subsection (b).
- (b) This article does not apply to:
  - (1) The board of water supply;
  - (2) The board of directors of the Honolulu Authority for Rapid Transportation;
  - (3) Boards or commissions mandated or established pursuant to federal or state law; and
  - (4) Periodic commissions, including reapportionment commissions and charter commissions.

#### Sec. 3-\_\_\_.2 Periodic review required.

The Council shall review each board or commission in accordance with the schedule established by Section 3-\_\_\_.3 to determine whether the charter provisions or ordinances establishing the board or commission should be retained, amended, or repealed.

OCS2017-0668/6/23/2017 3:06 PM 1

Attachment to CR-255



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**A BILL FOR AN ORDINANCE**

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**Sec. 3-\_\_\_.3 Schedule of review.**

The Council shall review each board or commission in accordance with the following schedule:

- (a) 2018, and every five years thereafter:
  - (1) Board of Parks and Recreation;
  - (2) Building Board of Appeals;
  - (3) Neighborhood Commission; and
  - (4) Citizens Advisory Commission on Civil Defense.
- (b) 2019, and every five years thereafter:
  - (1) Child Care Advisory Board;
  - (2) Oahu Committee on Children and Youth;
  - (3) Commission on Culture and the Arts; and
  - (4) Ethics Board of Appeals.
- (c) 2020, and every five years thereafter:
  - (1) Fire Commission;
  - (2) Grants In Aid Advisory Commission; and
  - (3) Oahu Historic Preservation Commission.
- (d) 2021, and every five years thereafter:
  - (1) Planning Commission;
  - (2) Real Property Tax Boards of Review I, II, and III; and
  - (3) Salary Commission.



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**A BILL FOR AN ORDINANCE**

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- (e) 2022, and every five years thereafter:
- (1) Clean Water and Natural Lands Advisory Commission;
  - (2) Rate Commission; and
  - (3) Zoning Board of Appeals.
- (f) Boards or commissions established after the effective date of this article shall be reviewed in accordance with Section 3-\_\_6.

**Sec. 3-\_\_4 Reports by board or commission.**

- (a) No later than January 31 of each calendar year, each board or commission scheduled for review during that year shall submit to the council a report containing the following information:
- (1) A statement of the purpose for which the board or commission was created;
  - (2) A summary of the accomplishments of the board or commission during the preceding five-year period;
  - (3) Factors that aided or inhibited the achievement of the accomplishments, including, but not limited to, the composition and purpose of the board or commission and staff support;
  - (4) A statement of the measures implemented by the board or commission to enhance transparency in its operations;
  - (5) A statement of the measures implemented by the board or commission to ensure responsiveness to inquiries and comments from the mayor, the council, and the public;
  - (6) The annual costs of operation of the board or commission for each year of the preceding five-year period;
  - (7) A statement of whether the charter or ordinance provisions establishing the board or commission should be retained without change, amended, or repealed; and



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**A BILL FOR AN ORDINANCE**

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- (8) If applicable, suggested modifications and revisions to membership number and qualifications; organization; purpose; or powers, duties, and functions to better enable the board or commission to serve its purpose, including justification and suggested amendatory language.
- (b) The agency to which the board or commission is administratively attached, if any, or the council, in the case of the salary commission, shall assist the board or commission in the preparation of the report required by this section.

**Sec. 3-\_\_5 Action by the council.**

- (a) Upon receipt by the council of a report required by Section 3-\_\_4, the presiding officer of the council shall refer the report to an appropriate standing committee of the council, which shall consider the report, evaluate the board or commission, and make recommendations to the council by committee report. If the committee recommends amendments to or repeal of the charter provisions or ordinances establishing the board or commission, the committee shall submit as part of its recommendations a proposed resolution or bill to implement its recommendations. The committee shall submit its recommendations no later than May 31 of that year.
- (b) The council shall consider the report and any recommendations of the standing committee and, no later than August 31 of that year, shall determine whether to retain the board or commission in its current form, propose amendments to the charter or ordinance provisions establishing the board or commission, or propose abolition of the board or commission. The council shall make its determination by adoption of the committee report, and shall hold a public hearing on the matter.
- (c) If the council's determination pursuant to subsection (b) is to propose amendments to or repeal of the board or commission's establishing provisions, the presiding officer of the council shall introduce the appropriate resolution or bill for consideration by the council; provided, that if the council's determination requires a charter amendment that would be presented to the electorate at the same general election in which a charter commission will present proposals to the electorate, the resolution shall submit the proposal to the charter commission rather than initiate the amendment or repeal.



**CITY COUNCIL**  
CITY AND COUNTY OF HONOLULU  
HONOLULU, HAWAII

ORDINANCE \_\_\_\_\_

BILL 50 (2017), CD1

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**A BILL FOR AN ORDINANCE**

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**Sec. 3-\_\_\_.6 Establishment of additional boards or commissions.**

Unless otherwise provided by its establishing provisions or by amendment to this article, any board or commission established by charter or by ordinance after the effective date of this article shall be subject to this article and shall be reviewed hereunder commencing in the calendar year five years after the calendar year of its establishment, and every five years thereafter."



**CITY COUNCIL**  
CITY AND COUNTY OF HONOLULU  
HONOLULU, HAWAII

ORDINANCE \_\_\_\_\_

BILL 50 (2017), CD1

**A BILL FOR AN ORDINANCE**

SECTION 3. This ordinance takes effect upon its approval.

INTRODUCED BY:

Ron Menor

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\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

DATE OF INTRODUCTION:

May 10, 2017  
Honolulu, Hawaii

Councilmembers

APPROVED AS TO FORM AND LEGALITY:

\_\_\_\_\_  
Deputy Corporation Counsel

APPROVED this \_\_\_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_\_.

\_\_\_\_\_  
KIRK CALDWELL, Mayor  
City and County of Honolulu

OCS2017-0668/6/23/2017 3:06 PM 6

**Agenda Item II.B.8.b.,  
Page 2**

**[COGEL-Council on Government  
Ethics Laws - Dec. 3-6, 2017,  
Sheraton Centre Toronto]**



# COGEL

COUNCIL ON GOVERNMENTAL ETHICS LAWS

The Council on Governmental Ethics Laws (COGEL) is a professional organization for government agencies, organizations, and individuals with responsibilities or interests in governmental ethics, elections, campaign finance, lobby laws and freedom of information. COGEL is an active organization that works to ensure that professionals in these areas are connected to each other and aware of new developments in these fields. By offering opportunities to connect in person and online, COGEL enables networks to grow and strengthen, and aims to share knowledge and foster debate.

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ETHICS COMMISSION  
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JAN YAMANE  
HONOLULU ETHICS COMMISSION  
925 DILLINGHAM BLVD STE 190  
HONOLULU HI 96817-4506

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39th ANNUAL  
COGEL CONFERENCE  
TORONTO, ONTARIO | DECEMBER 3-6, 2017





# 39th ANNUAL COGEL CONFERENCE

TORONTO, ONTARIO | DECEMBER 3-6, 2017

## CONFERENCE REGISTRATION NOW OPEN

You're invited to the 39<sup>th</sup> Annual COGEL Conference in Toronto! Join us for this 4-day, can't-miss experience that brings together experts and professionals from all over Canada and the U.S. to discuss key topics and trending issues in the fields of campaign finance, governmental ethics, elections, lobbying, and freedom of information.

Register today to take part in one-of-a-kind networking opportunities, hands-on workshops, and interactive panel discussions on cutting-edge topics!

### CONFERENCE HIGHLIGHTS

The 2017 conference has something for everyone! Enjoy an exciting and diverse line-up of more than **45 educational sessions**, **25 breakfast table topics**, and over **125 expert presenters**, in addition to outstanding plenary speakers.

Our sessions have been designed to educate, challenge, and inspire you more than ever! Opening up the conference on Sunday, December 3rd is a stirring set of breakout sessions including "Regulating Blurred Lines", "Buying Influence", and the ever-popular Lobbying Update – now divided into two sessions. The momentum continues on Monday, Tuesday, and Wednesday with sessions such as "Fighting Corruption in the Age of Fake News", "Leading is a Verb", and "Elections Under Siege". Regardless of your chosen COGEL discipline, we guarantee you'll benefit from the information, resources, and connections available at the 2017 conference.

Plus, by popular demand, the COGEL Dine-Arounds have become the newest COGEL conference tradition. You don't want to miss these unique opportunities to network and experience Toronto's vibrant restaurant scene.

### Why this is a must-attend event for you and your team:



Gain invaluable insights as experts from 85+ jurisdictions debate and discuss the most critical issues in the fields of campaign finance, governmental ethics, elections, lobbying, and freedom of information.



Hone your professional skills via numerous interactive trainings.



Learn about the latest legal developments in your field from leading lawyers at the most prominent U.S. and Canadian law firms and law schools.

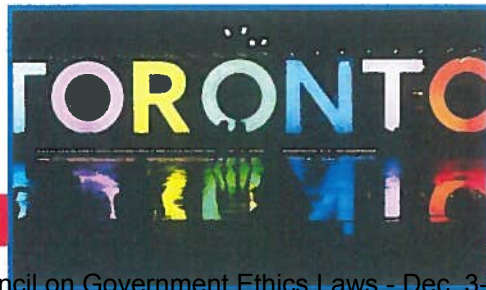


Expand your connections during multiple networking opportunities throughout the conference, including extended networking breaks, luncheons, and receptions.

### HELLO, TORONTO!

In 2017, we are bringing the COGEL conference to Canada's largest city! As a sophisticated, cosmopolitan city, there is always something happening around every corner in Toronto. In this famously diverse city, you'll find a robust and global dining scene, lively multicultural neighborhoods, and bustling cultural and entertainment districts – all easily accessible from this year's host hotel, the Sheraton Centre Toronto, located in the heart of downtown.

Our host hotel, with views of the CN Tower and Lake Ontario, is a perfect location to explore the city. Nearby you'll find the Royal Ontario Museum, the Hockey Hall of Fame, the Art Gallery of Ontario, and Toronto Centre for the Arts as well as boutiques, galleries, museums, and the CN Tower. If you're up for ice skating, the hotel is even adjacent to the ice rink at Nathan Phillips Square – home of the giant, iconic Toronto sign pictured below. We look forward to seeing you in Toronto from December 3-6!



# 2017 ANNUAL COGEL CONFERENCE | SESSION SCHEDULE

## SUNDAY, December 3

- 12:00 pm - 5:00 pm Conference Registration
- 1:30 pm - 3:00 pm Tech Talk
- Buying Influence: Regulating Attempts to Ingratiate & Gain Access
- Lobbying Update I: Federal U.S. & Canadian Lobbying Laws
- Regulating Blurred Lines: Is it a Personal, Official, or Campaign Social Media Account?
- Local Agency Roundtable
- 3:15 pm - 3:45 pm Kay Williams First Timers & Conference Preview
- 4:00 pm - 5:15 pm Behind the Scenes: What You Can Learn from the Good, the Bad, and the Ugly of a Corruption Investigation
- Conflicts & Boss Hogg: Best Approaches to Addressing Conflicts of Interest when Politicians are CEOs Too
- Term Limits: A Debate
- Speed Geeking
- Civic Hacking 2.0: What Should You Ask Before Saying Yes?
- 5:30 pm - 7:00 pm Opening Reception

## MONDAY, December 4

- 7:30 am - 8:30 am Breakfast Table Topics
- 8:45 am - 10:15 am Plenary Session
- 10:25 am - 11:55 am Ethics Update I: Advice, Legislation & Litigation
- FOIA Session
- Elections Under Siege: Rigged Elections & Political Dirty Tricks
- Controlling Your Narrative & Building your Agency's Brand
- Preparing the Case I
- 12:00 pm - 1:30 pm Plenary Session
- 1:45 pm - 3:15 pm Campaign Finance I: Litigation
- Benchmarking Success: A Case Study
- FOIA Session
- Plenary Spotlight
- Fighting Corruption in the Age of Fake News: How to Mobilize the Media & the Public
- 3:30 pm - 4:45 pm Independence in Ethics Oversight: Innovation & Lessons from the Corporate World
- Enforcement Update
- Elections Update
- Public Speaking & the Art of Presentation
- Lobbying Update II: State, Provincial, & Local Lobbying Laws

## TUESDAY, December 5

- 7:30 am - 8:45 am Breakfast Table Topics
- 9:00 am - 10:00 am Plenary Session
- 2017 COGEL Award Presentation
- 10:15 am - 11:45 am Campaign Finance Update II: Legislation & Regulations
- Leading is a Verb: Tools & Techniques for Leading Organizational Transformations
- FOIA Session
- Preparing the Case II
- Combatting the Revolving Door: What Works? What Doesn't?
- 11:45 am - 1:30 pm Lunch – On Your Own
- 1:00 pm - 3:15 pm Shiny New Trainings
- 1:45 pm - 3:15 pm Ethics Update II: Enforcement
- Taking a Byte Out of Corruption: Using Data to Investigate
- Training with Humor
- FOIA Session
- Paid for By: Making Lobbying & Political Ad Disclaimers More Effective & Informative
- 3:30 pm - 4:30 pm Plenary Session
- 4:30 pm - 6:00 pm Bonus "Mix & Mingle" Reception

## WEDNESDAY, December 6

- 8:00 am - 9:00 am Breakfast
- Annual COGEL Business Meeting
- 9:15 am - 10:30 am Agency Self Defense: Standing Up for your Agency
- What Motivates People to Conduct Unethical Acts? How Understanding Behavior Can Help You Fulfill Your Agency's Mission
- Shining a Light On Dark Money: Lessons Learned from Early Reform Efforts
- Best Practices: Electoral Outreach & Hard-to-Reach Groups
- 10:45 am - 12:00 pm Abramoff 10 Years Later: What's Changed? What Hasn't?
- FOIA Roundtable
- Federal PACs Dabbling in State & Local Elections: How to Address Disclosure & Enforcement Issues
- Technology at the Polls: Benefits, Challenges, & Lessons Learned
- Is your Training So Last Year? Be Sure You are Using the Latest Communication Tools







COUNCIL ON GOVERNMENTAL ETHICS LAWS

39<sup>th</sup> Annual Conference

December 3 – 6, 2017

## REGISTRATION FORM

Name:	
First Name for Badge:	Title:
Organization:	
Mailing Address:	
City:	State/Province:
Zip/Postal Code:	Country:
Phone:	Email:
First Time Attendee? <input type="checkbox"/> Yes <input type="checkbox"/> No	Dietary Restrictions:

### REGISTRATION FEES

**Full Registration** through October 31, 2017  
(includes sessions, reception, and meals, where indicated)

Member	Non-Member
<input type="checkbox"/> \$590	<input type="checkbox"/> \$1,050
<input type="checkbox"/> \$635	<input type="checkbox"/> \$1,125

### Guest Registration

<input type="checkbox"/> \$175	<input type="checkbox"/> \$275
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Must accompany completed attendee registration.

Sunday and Tuesday receptions only.

Session attendance requires Full Registration.

### METHOD OF PAYMENT

☐ Check (payable to COGEL in US Dollars) (Federal ID No: 61-1250285)

☐ Visa ☐ MasterCard ☐ American Express

Credit Card # \_\_\_\_\_ Card ID # \_\_\_\_\_

Name on Card \_\_\_\_\_

Expiration Date \_\_\_\_\_

Signature \_\_\_\_\_

If paying by credit card, you may register online at [www.cogel.org](http://www.cogel.org) or mail registration form with payment to:

### COGEL

P.O. Box 81237  
Athens, GA 30608

### ITEMS OF NOTE

If you have a specific dietary or other need, please call us at 706-548-7758 at least one week prior to the conference. By registering for this event, you are demonstrating your permission to allow your photo to be taken and published in marketing or promotional materials.

### HOTEL ACCOMMODATIONS

#### Sheraton Centre Toronto Hotel

123 Queen Street, West  
Toronto, ON, M5H 2M9  
1-416-361-1000

Reservations by phone: 888-627-7175

Reserve your room online at:

<http://www.starwoodmeeting.com/Book/COGEL>

**Room Rate:** \$199/night CD Single/Double Occupancy

**Room Block Release:** November 10, 2017, or when room block is full, whichever occurs first.

### CANCELLATION POLICY

Cancellations received prior to November 10, 2017, will be charged a \$100.00 administrative fee. No refunds will be made for cancellations after November 10, 2017, and for "no shows".

### BILLING POLICY

**Payment must accompany the registration form. Registration forms will not be accepted without payment.**

**Registration forms will not be accepted without payment.** We regret we are unable to accept Purchase Orders.

Scan and email the form with credit card information to [director@cogel.org](mailto:director@cogel.org) or fax form with credit card information to 706-548-7079.

### QUESTIONS?

Call 706.548.7758 or email [director@cogel.org](mailto:director@cogel.org)

**Agenda Item IV.,  
Page 3  
[DRAFT Strategic Plan 2027]**

## Ethics Commission – 2027

*This document sets out a longer-term strategy and is based on discussions held in 2017. It is a work in progress, a flexible and directional touchstone for Commissioners and Staff. It will be revisited periodically over the next several years—2020 (year three), 2022 (year five), and 2025 (year seven)—and as key assumptions change or as internal or external conditions require. As needed, we will use it as source material to drive specific changes in direction, laws and rules, procedures and activities.*

*As part of this strategy, we will examine other jurisdictions and determine best practices for ethics commissions and ethics oversight. Similar jurisdictions may have similar ethics laws, oversight and enforcement responsibilities, population size, demographics, geographic size, among other factors.*

*Finally, we commit to properly balancing transparency and openness with necessary and legally warranted confidentiality. Critical to our success, however, is the need for appropriate resources, including adequate budget, number and type of staff, and commissioner capacity proportionate to the overall workload.*

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### I. Who We Are

Chartered by law, we are the City and County of Honolulu's ethics watchdog agency. Our job is to ensure that all of the C&C's approximately 10,000 elected leaders, appointed officials, and employees understand and follow the ethical standards of conduct governing their work for the public.

In Fiscal Year 2017, we began to review our policies and procedures to determine where we were and then plan for the future. We filled our full complement of five budgeted staff—Executive Director and Legal Counsel, Associate Legal Counsel, Investigator, and two Legal Clerks—and assessed and debriefed our practices and

began making adjustments for efficiency and effectiveness. The work is on-going, but in progress.

Skills training for Commissioners and Staff is also essential for success. While some training has been accomplished—for example, sunshine law and government records training, core computer application refresher training, and investigation training—there is much more to do.

## **II. Why We Are Working on a Forward Facing Strategy**

We are undertaking a focused review and giving intentional forethought to help shape the Commission's future. We have a new Executive Director, a competent and hardworking Staff, and a strong set of Commissioners, all of whom are dedicated to implementing the agency's mission. We anticipate a rising volume of work and cases of increased complexity. With this document, we want to further position ourselves so that our work is conducted with the greatest possible efficiency and integrity.

We recognize that a rising volume of work and cases of increased complexity drive a need for budget and resources proportionate to workload. Meeting this need will be one of our strategic priorities.

## **III. Dashboard**

Here are the metrics and vital signs we plan use to monitor ourselves. Wherever possible, we will apply "aging" reports to evaluate workload and stay alert for backlogs, gaps, and case handling delays. This dashboard is meant to be a management and decision support tool for Commissioners and Staff.

### **Trailing Indicators** *(Looking Back)*

1. Requests for trainings
2. Requests for advice
3. Advisory opinions
4. Preliminary determinations (reevaluate and address via future rule-making or policy adoption)

5. Investigations
6. Complaint procedures
7. Requests for information via the Uniform Information Practices Act (UIPA), Hawaii Revised Statutes Chapter 92F
8. Hearings
9. Ethics Commission meetings that comply with Hawaii open meetings law, also known as the sunshine law, Hawaii Revised Statutes Chapter 92

#### **Leading Indicators (Looking Ahead)**

10. Anticipated population growth/decline in the C&C of Honolulu
11. Anticipated number of C&C employees and elected and appointed officials
12. Anticipated number of new employees and elected and appointed officials
13. Anticipated Ethics Commission budget and positions required to handle anticipated needs

#### **IV. Key Values**

1. **Independence.** We will appraise every circumstance that comes before us against pertinent laws and specific facts. We will play no political favorites, and let the chips fall where they may.
2. **Transparency.** We will strive for the greatest possible openness while honoring the rights of privacy when privacy is required. We endeavor to balance a user-friendly guidance and approach with sound procedures to vet, triage, and bring actions to enforce the City's standards of conduct.
3. **Above Reproach.** We ourselves, as a Commission and as individuals, will continuously strive to merit the behaviors we enforce on others.

#### **IV. The Current Situation**



Here is how we evaluate ourselves at this moment:

<p style="text-align: center;"><b>Major Strengths</b></p> <p>We now have a strong Staff in place and a cohesive and dedicated group of Commissioners.</p> <p>Our relationships with other agencies are continuously improving.</p> <p>We have a vastly better method of training the City's approximately 10,000 employees to their ethical duties.</p> <p>Our monthly data collection and reporting systems are steadily improving.</p> <p>Our meetings are more efficient with good opportunities for public testimony.</p>	<p style="text-align: center;"><b>Major Weaknesses</b></p> <p>Our budget is insufficient to our core need and rising demand. Our existing staff is not large enough to fulfill all functions; that is, investigations, prosecutions, advisory opinions, ethics training, etc.</p> <p>We need to update and clarify our rules.</p> <p>We need to update our policies and procedures.</p> <p>Staff and Commissioners lack opportunities for skills and ethics training and upward mobility and opportunities to interact with ethics commissions of other jurisdictions.</p> <p>The ordinances that direct and guide us require updating.</p> <p>We are not well understood by the public at large.</p> <p>We remain entangled in litigation, which casts an unnecessary shadow over our work and drains resources.</p> <p>Administrative support duties are blurry and need to be clarified.</p> <p>How we interpret and best function with sunshine law requirements.</p>
<p style="text-align: center;"><b>Opportunities</b></p> <p>We will eventually be audited, but we will undertake our own thinking on lessons learned and future efforts; knowledge gained from this effort will be supplemented by what external auditors recommend.</p> <p>We can define, operationalize, and make public</p>	<p style="text-align: center;"><b>Challenges</b></p> <p>Turnover and rotation. Potential loss of Staff and Commissioners.</p> <p>Flat resources or budget cuts if the economy dips, which is expected.</p> <p>Small number of excessively time-consuming</p>

<p>our best practices.</p> <p>Rotation of Commissioners brings new perspectives and adds strength.</p> <p>We can utilize skilled volunteers who understand the Ethics Commission's work.</p> <p>There are opportunities to impact the ordinance and adoption of rules.</p> <p>We can position ourselves for inevitable future administrations and councils.</p>	<p>cases that pull us away from other required work.</p> <p>Physical location. Not close to other agencies.</p> <p>Scofflaws who ignore C&amp;C ethical requirements, then the Ethics Commission gets blamed.</p>
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## V. Assumptions About the Next 10 Years

- Ethics Commission's staffing needs will increase even as we gain efficiency, but our budget will always be determined by others.
- Our caseload will go up because:
  - C&C of Honolulu's population goes up about 10 percent every 10 years.
  - The more training and outreach we do, the more inquiries and cases are generated.
  - As the social fabric in Hawai'i changes because of demographic shifts and as O'ahu becomes more crowded and factionalized, we will receive more ethics inquiries and concerns. People are increasingly argumentative and litigious.
  - When the economy dips and city services are diminished, we will receive more ethics issues and concerns.
  - As C&C employee ranks turn over, training will need to be continuously refreshed and delivered to a new cohorts of employees.
- More employees will have electronic devices, enabling greater reach for ethics training. Computerized training delivery will become easier, faster, cheaper.

- The “80/20” principle will continue to prevail; that is, 80 percent of our work and effort will always focus on 20 percent of our caseload. Some of that 20 percent will be hot potatoes with high media visibility. As social media expands, there may be increasing numbers of hot potatoes.
- We will always be in some kind of “stretch mode” and likely never have all the resources we need.
- Over the next 5-10 years, federal and state funding will reduce.
- The process of Commissioner appointments will stay the same: Mayor appoints, Council confirms.
- We will need to do more effective education and outreach to the Mayor and Council to ensure they understand what we do and to secure the funds and positions we need to operate effectively.
- The Commission may continue to initiate complaints.

## VI Priority Objectives

**Objective 1: Review, update, and realign key ordinances, rules, and standard operating procedures for the following:**

	<b>Priority Areas to be Reviewed for Changes</b>	<b>Ordinance</b>	<b>Rules</b>	<b>SOPs</b>	<b>Training &amp; Education</b>
1	Financial Disclosures				
2	Lobbyist Registrations				
3	Procedural and Substantive Rules				
4	Separation of Duties				
5	Gifts				
6	Fair & Equal Treatment				
7	Conflict of Interest Disclosures				

In conjunction with the above:

- a. Examine analogous procedures from Office of Disciplinary Counsel and other ethics commissions, possibly Indianapolis, IN; Cincinnati, OH; Jacksonville, FL; and also review their staff-to-workload ratios.
- b. Review and revise, as needed the definition of “complaint” and consider disallowing anonymous complaints to proceed to investigation without named complainant. Prior to that, it would be an “inquiry” or a “contact.”
- c. Analyze and potentially pursue having Corporation Counsel conduct prosecutions as a way of reducing internal conflicts between Commission staff functions.
- d. To ensure uniformity of practice and continuity to the future, develop an updatable set of policies and procedures available to the Commission, Staff, and the public. Collate existing Commission policies and procedures and develop new ones in conjunction with future changes to the ordinances and rules described above.
- e. Consider adopting as a policy that the Commission will not initiate or proceed with its own investigation if official investigations are being conducted by other agencies.

**Objective 2: Further strengthen and expand the education and training of the City and County’s ~10,000 employees.**

- a. Develop and deliver improved outreach materials (brochures, FAQs, newsletters, etc.) that describe the Commission’s work and provide offers of assistance.
- b. Conduct additional outreach to all elected and appointed officials and to all agency employees to make them fully aware of the Commission’s capabilities and to offer regular or specialized trainings.
- c. Continue to refine, track, and regularly evaluate the use of training software as a core-training tool.
- d. Offer an annual training for lobbyists, possibly with the State Ethics Commission so as to avoid duplication of efforts.

- e. Continue to work with the City Department of Information Technology to develop an in-house ethics training application.

**Objective 3: Strengthen the internal capabilities and procedures of the Ethics Commission.**

- a. Acquire and implement a case management data base to enable tracking, dashboard monitoring, and reporting.
- b. Acquire and implement a comprehensive compendium of Ethics Commission Advisory Opinions that is easy to use when conducting legal research.
- c. Develop and implement training and professional development activities for Staff and Commissioners. Potential areas to be covered include sunshine law, information technologies, and data management. Mechanisms can include:
  - i. State Public Library's Gale Courses for computer application training (MS Word, Excel, Power Point, Access, others);
  - ii. Equal Opportunity Office Internal Investigation Training;
  - iii. Reid Investigator Interview Training; and
  - iv. Attendance at Council on Governmental Ethics Laws conferences and/or the Society of Corporate Compliance and Ethics.
- d. Develop and implement a simple written policy on who speaks publically for the Commission.

**Objective 4: Above and beyond our management "dashboard," develop, implement, and use a simple set of overall effectiveness measures that will describe quantitatively the core efficacy of the Commission. The measures should reflect both inputs and outputs and the quantity and quality of both.**

**VII. Short Term Actions and Accelerators – Calendar Year 2017**

Action to be completed or started before the end of Calendar Year 2017.

	ACTION	WHO AND BY WHEN

Draft 3